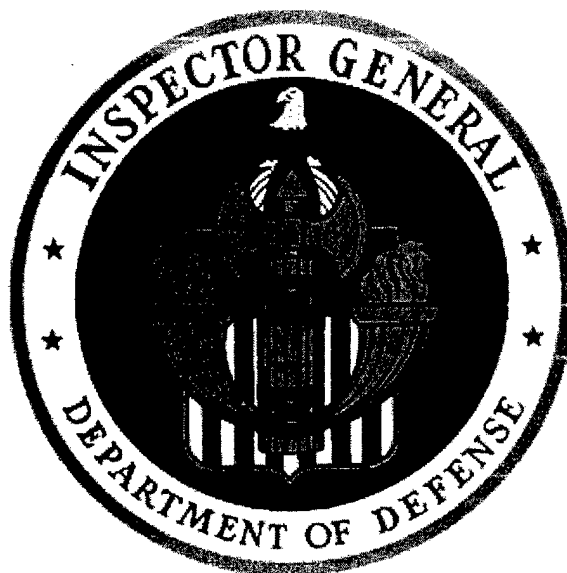
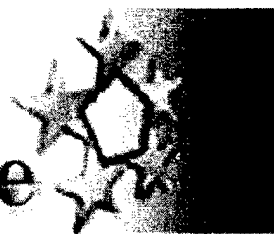


# Inspector General Department of Defense



## *Strategic Plan 2001 - 2005*

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## INTRODUCTION

I am pleased to present the Office of Inspector General (OIG), Department of Defense (DoD) Strategic Plan (2001 - 2005). The plan builds on our past accomplishments and establishes new direction for our contributing to improved national defense and for improving OIG performance. Consistent with the Government Performance and Results Act of 1993, this plan outlines our vision, mission, goals and objectives to make progress

toward helping the Department of Defense achieve its mission and for improving OIG performance.

The plan charts our course through 2005 and demonstrates our commitment to lead by example.

The success of our strategic plan is dependent upon the talents and professionalism of all OIG employees. Their contributions are valuable because our ability to attain the results we seek depends on the active involvement and commitment of staff throughout the organization.

During the fiscal year, we will routinely assess our accomplishments and levels of goal attainment, as well as seek to identify any additional measures that are appropriate for gauging our progress toward our strategic goals.

We look forward to continuing to work with our employees, customers and stakeholders to achieve our mutual goal of improving the Department of Defense and our national security objectives.

Robert J. Lieberman  
Deputy Inspector General

## DoD - Inspector General Strategic Plan (2001 - 2005)

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## ***Vision Statement***

### ***We reflect and promote excellence in the Department of Defense***

The Office of Inspector General exists to support the Department of Defense in meeting its Constitutional responsibilities in defending our country and to help improve DoD's performance and accountability for the benefit of the American people.

As the auditing and investigative arm of the Department of Defense, it is of the utmost importance for our organization to reflect excellence in government in all of our business operations and professional endeavors.

In our mission to support the DoD, we seek to identify areas of improvement, and by doing so promote best business practices throughout the Department.

## **IG Mission Statement**

**The Department of Defense Inspector General promotes national security and integrity and credibility in Government by conducting objective and independent audits, investigations, evaluations and other activities to prevent, detect and help correct problems in DoD programs and to identify opportunities for improving efficiency and effectiveness.**

### Background

The Inspector General (IG) Act of 1978, as amended in 1983, created the Office of Inspector General, Department of Defense. Since 1978, the Inspector General concept has been expanded to include 30 Presidentially appointed, Senate confirmed IG's.

The Offices of Inspector General were established to:

- (1) conduct and supervise audits and investigations relating to their respective agency programs and operations;
- (2) provide leadership and coordination and recommend policies for activities designed;
  - (A) to promote economy, efficiency, and effectiveness in the administration of, and
  - (B) to prevent and detect fraud and abuse in, such programs and operations; and
- (3) to provide a means for keeping the head of the establishment and the Congress fully and currently informed about problems and deficiencies relating to the administration of such programs and operations and the necessity for and progress of corrective action.

In addition to the other duties and responsibilities specified in the Act, the Inspector General of the Department of Defense shall --

- (1) be the principal adviser to the Secretary of Defense for matters relating to the prevention and detection of fraud, waste, and abuse in the programs and operations of the Department of Defense;
- (2) initiate, conduct and supervise such audits and investigations in the Department of Defense (including the military departments) as the Inspector General considers appropriate;
- (3) provide policy direction for audits and investigations relating to fraud, waste, and abuse and program effectiveness;
- (4) investigate fraud, waste, and abuse uncovered as a result of other contract and internal audits, as the Inspector General considers appropriate;
- (5) develop policy, monitor and evaluate program performance, and provide guidance with respect to all Department activities relating to criminal investigation programs;
- (6) monitor and evaluate the adherence of Department auditors to internal audit, contract audit, and internal review principles, policies, and procedures;
- (7) develop policy, evaluate program performance, and monitor actions taken by all components of the Department in response to contract audits, internal audits, internal review reports, and audits conducted by the Comptroller General of the United States;
- (8) request assistance as needed from other audit, inspection, and investigative units of the Department of Defense (including military departments); and
- (9) give particular regard to the activities of the internal audit, inspection, and investigative units of the military departments with a view toward avoiding duplication and insuring effective coordination and cooperation;

(10) to review existing and proposed legislation and regulations relating to programs and operations of the Department and to make recommendations in the semiannual reports;

(11) to recommend policies for, and to conduct, supervise, or coordinate relationships between the Department and other Federal agencies, State and local government agencies, and non-governmental entities with respect to all matters relating to the promotion of economy and efficiency in the administration of, or the prevention and detection of fraud and abuse in, programs and operations and;

(12) receive and investigate complaints or information from an employee of the establishment concerning the possible existence of an activity constituting a violation of law, rules, or regulations, or mismanagement, gross waste of funds, abuse of authority or a substantial and specific danger to the public health and safety; and

(13) to keep the Department and the Congress fully and currently informed, by means of semiannual reports and otherwise, concerning fraud and other serious problems, abuses, and deficiencies relating to the administration of programs and operations and to recommend corrective action concerning such problems, abuses, and deficiencies, and to report on the progress made in implementing such corrective action.

## **Core Values and Principles**

The Office of Inspector General is an organization built on trust, professionalism and the highest standards of ethics. Each person in our organization is a highly valued member of our team and contributes to the success of our strategic plan.

### **We believe:**

- Leadership is everyone's responsibility
- Personal integrity is our most important asset
- Dignity, respect, fairness, honesty and courtesy are critical to our success

As a model of excellence in organizational effectiveness and efficiency, we believe we must:

- Leverage the talents of all of our employees
- Promote open and timely communication at all levels
- Be customer-informed and mission focused
- Be creative and innovative in pursuing excellence
- Maintain the highest standards of professionalism
- Continually learn better ways to do our work
- Recognize and reward our organizational and individual success

# **IG Strategic Goals and Objectives**

The work of the Office of Inspector General, Department of Defense, is designed to support and contribute to the achievement of the goals identified in the Department of Defense's strategic plan.

We are committed to pursuing the following IG goals and objectives:

## **Goal 1**

**We will contribute to improving Department of Defense operations in support of DoD mission objectives by promoting the efficient, effective, and economical operation of the Department.**

Our products and services, whether from audits, investigations, evaluations or other efforts, address issues that are of importance to the senior leadership of the DoD, the Congress, and law enforcement officials. The value of our independent support lies in its ability to help facilitate their decisions that address DoD operations and other related matters. Our recommendations and the data supporting them are objective, balanced and unbiased.

## **Objectives**

**1.A. - Responsiveness:** OIG, DoD, components will focus on relevant issues identified by senior leaders in which OIG expertise can have the greatest impact and usefulness.

**1.B. - Quality** - All OIG, DoD, component quality assurance processes will stress data accuracy and include thorough analyses and actionable recommendations as key elements, as appropriate.

**1.C. - Timeliness** - OIG, DoD, products and services will be completed in accordance with timeliness standards established for each class or sub-class of products or service (audit, evaluation, investigative results), or (when

applicable) in consultation with the primary user of the product and in keeping with the highest professional standards.

**1. D. - Communication** - We will seek to improve all OIG communications to ensure our customers and key stakeholders are fully apprised of OIG business matters, as appropriate. Further, we will emphasize increased liaison and partnerships with our DoD audit and investigative counterparts to work toward more coherent, comprehensive, and effective coverage in our mutual support of the Department.

## **Goal 2**

**We will reflect the best in government by directing our resources toward becoming a model organization within the Department of Defense and reflecting excellence in all aspects of our business operations.**

We recognize that our business operations must continually be reassessed to ensure that we identify and incorporate the best tools and business practices into the way we do business to our organization's best advantage.

We will focus on our people (Human Capital) and overall business practices to ensure our continued success in supporting DoD.

## **Objectives**

**2.A. - Human Capital** - We will seek to recruit, train, develop, and retain a professional workforce that is diverse, technically competent, innovative and works well as an integrated team. A key area of emphasis will be training and developing our workforce in new technologies in support of their job responsibilities and providing them with user-friendly guidance and support to ensure their computer skills are current.

**2.B. - Best Business Practices** - While maintaining the highest professional business standards, we will continually seek and

incorporate innovative and best business practices in all areas of OIG work.

## **Measuring Performance Effectiveness**

The focus of our performance measures are typically aligned with or parallel Department of Defense areas of interest and are based on quantitative results, such as number of audit reports and recommendations, indictments, convictions, monetary recoveries and other data.

We routinely seek stakeholder feedback to ensure our support to DoD, Congress and others is appropriate and satisfactory. The communication mechanisms we use include: liaison surveys, briefings, audit entrance and exit conferences, inclusion of managers in audit planning groups, requests for suggested audits and reviews, and draft reports.

Our internal organizational performance measurements include both output and outcome measures, depending upon the type and operations performed. Management information systems and sub-systems cover the various OIG component areas of responsibility. For example, the audit tracking system is used to monitor such data as number of reports, number of OIG recommendations adopted, and other data. Similarly, the investigative monitoring process is used to track the number of hotline complaints, indictments, convictions, the amount of fines levied and Federal recoveries. Much of this data is incorporated into the OIG's Semiannual Report to Congress and annual budget submissions.

On a periodic basis, such data is typically accompanied by briefings that allow for clarification of the performance under review. In this manner, performance data can readily be used to support internal OIG decision making for improving performance.

We request your input, comments, and questions regarding our Strategic Plan or anything about the DoD Office of Inspector General. Please, let us know what we are doing well, and how we can better serve you. This plan, information about the OIG, and other OIG products are available on our web site, <http://www.dodig.osd.mil/>

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